

1027-75

MAGID-13

15 April 1975

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Facilitating Rotational Assignments

MAGID has looked into the issue of rotational or temporary assignments as a means of developing the careers of DDI personnel. Comments solicited from professional and clerical employees indicate that rotations are beneficial to the employee, the host and home offices, and the Agency as a whole. Rotational assignments are, however, beset with several serious problems, including lack of communications between employees and offices involved, failure of offices to include rotational assignments as a specific part of career development, and abuses of the intended spirit of rotational assignments by employees and management alike. MAGID believes that rotational assignments should be encouraged, and has several recommendations for improving the rotational process.

#### Professional and Clerical Rotations

Professional rotations include reassignments of both supervisory and analytical personnel and encompass inter- and intra-Directorate assignments of varying durations. Rotations from IAS to OSR and CRS to OCI, OER, and OSI are examples noted as being useful to the production and support offices and the rotatees. The duration of production and support rotations varies from 3 months to 2 years, and offices differ in the frequency of such rotations. These assignments establish closer working relationships, increase efficiency, and foster a better understanding among participants of their roles in the intelligence production process. In addition, some analysts from support offices reported that successful rotations enhanced the "image" of their office with production components.

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Although the rotation of managers is rare, MAGID feels that this would be productive. IAS rotates some managers to production components. However, these rotational assignments have not been of a supervisory nature. Although the possibilities for managerial rotations would be limited to only a few offices because of the substantive responsibilities for certain managerial positions, a short rotation period between appropriate offices could be educational to both the managers and analysts.

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Professional rotations also occur to slots in other Directorates, [redacted] to staff positions, and to other government offices. In most instances, these rotations were described as educational and stimulating.

Clerical rotations offer many of the same advantages as the professional assignments and do much to alleviate feelings of being trapped in one job. Clerical rotations present a special problem, however, because if the worker is doing a good job supervisors are reluctant to lose the individual even for a short period of time. Transfers within an office or division were suggested as being more productive than rotations, along with increased opportunities for additional training.

#### Problems Noted

Rotational assignments at any level, however, present certain problems. Basic to many long-term rotations is the problem of communication with the home office. Some offices do not make any plans for assigning returning personnel until the rotatee arrives back in the home office. There were also frequent complaints that rotatees were passed over for promotions and future career development opportunities. A common feeling seemed to be "out of sight, out of mind."

[redacted]  
The other side of the promotion topic was presented by the rotatee who had been promoted while on a temporary assignment and could not return to his former position in the home office because of his new grade level.

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Another problem is that many offices do not have formal rotation plans as part of their career development programs. Consequently, rotational opportunities are limited in number and occur somewhat haphazardly. Career Service Boards, for instance, do not normally initiate rotations as part of an employee's training and advancement. The attached table of DDI personnel on temporary assignments was compiled from DDI Management Staff information. While the figures include personnel transfers which do not really fall in the category of real rotations, they do highlight in some cases the inequity of rotational assignments between production and support components.

MAGID also noted that rotational assignments can be abused by both management and the rotatees. One way of weeding out personnel who are no longer productive in a particular component is to "temporarily" assign them to another office. Some of these reassignments are clear to everyone involved, but there have been instances when the "rotatee" was not aware of his status. On the other hand, employees

who want to leave their home offices have taken rotational assignments as a means of escape and then refuse to return to their home office. These maneuverings tend to undermine the commonly understood purposes of rotational assignments and defeat the good intentions of concerned managers and rotatees.

#### Recommendations

The following recommendations were discussed as a means of improving the present rotational process:

A. Rotatees appear to need a spokesperson for their interests for the duration of their assignment. An individual on the career panel should be appointed specifically responsible for office rotatee promotions.

B. There should be a mandatory discussion of assignments and career development between the rotatee and the home office chief or the chief's representative prior to the beginning of a rotational assignment. For two-year rotations, there should be a mid-tour conference as well.

C. Rotating employees on assignments of more than one year should be notified in writing of specific plans for return assignment several months prior to the end of the rotation.

D. The number of rotational assignments available to professional (both managers and analysts) and clerical employees should be expanded.

E. Rotational assignments should be included in offices' annual planning. A specific reference to rotational assignments should be made in office objectives or in the office director's letter of instruction.

F. The rotational process should be carefully supervised to prevent any misunderstanding of its purpose.

Attachment

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OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
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COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Attached is MAGID Memorandum 13.  This memorandum, drafted by [redacted]  of CGAS, addresses some problems faced by  rotational employees in the DDI.</p> <p>1-2 Comments please</p> <p>Ed</p>			
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